

MiGROS

Omni-channel, multi format retailer



Company Presentation
1Q 2025

Disclaimer

In accordance with the decision of the Capital Markets Board (CMB) dated 28.12.2023 and numbered 81/1820, it has been decided that issuers and capital market institutions, which apply Turkish Accounting/Financial Reporting Standards and are subject to the financial reporting regulations of CMB, shall apply inflation accounting by implementing the provisions of IAS 29 starting from their annual financial statements for the fiscal years ending on 31.12.2023.

In this context, our company's unaudited consolidated financial statements for 1Q 2024 and 1Q 2025 have been adjusted for the effect of inflation in accordance with the relevant standard and published comparatively.

This presentation of our Company's financial results for 1Q 2025 has been prepared by applying inflation accounting in accordance with the provisions of IAS 29. Non-inflationary and unaudited data for selected key items used in the Company's presentations in previous periods are also included in this presentation for informational purposes only.

This presentation has been prepared to provide information about Migros' operations and financial results and includes inflation-adjusted data and estimates as well as non-inflation-adjusted data and estimates for informational purposes. This presentation contains certain forward-looking statements, opinions and estimates. They reflect Migros management's current views on the future of the Company and involve certain assumptions. Actual results may differ depending on the development and realization of the variables and assumptions that form future expectations and estimated figures.

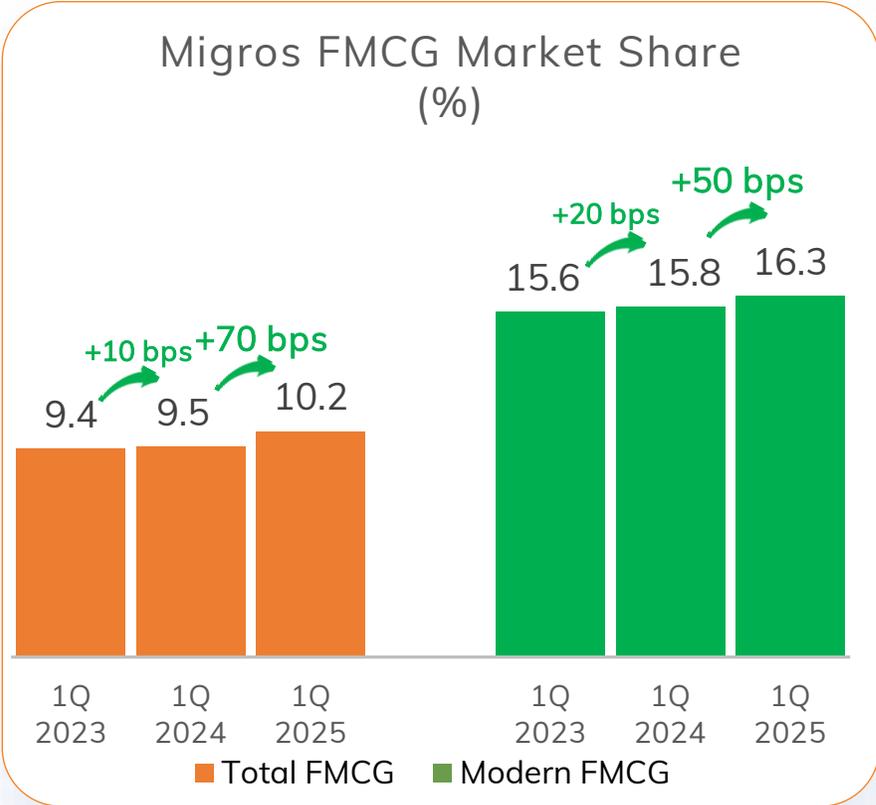
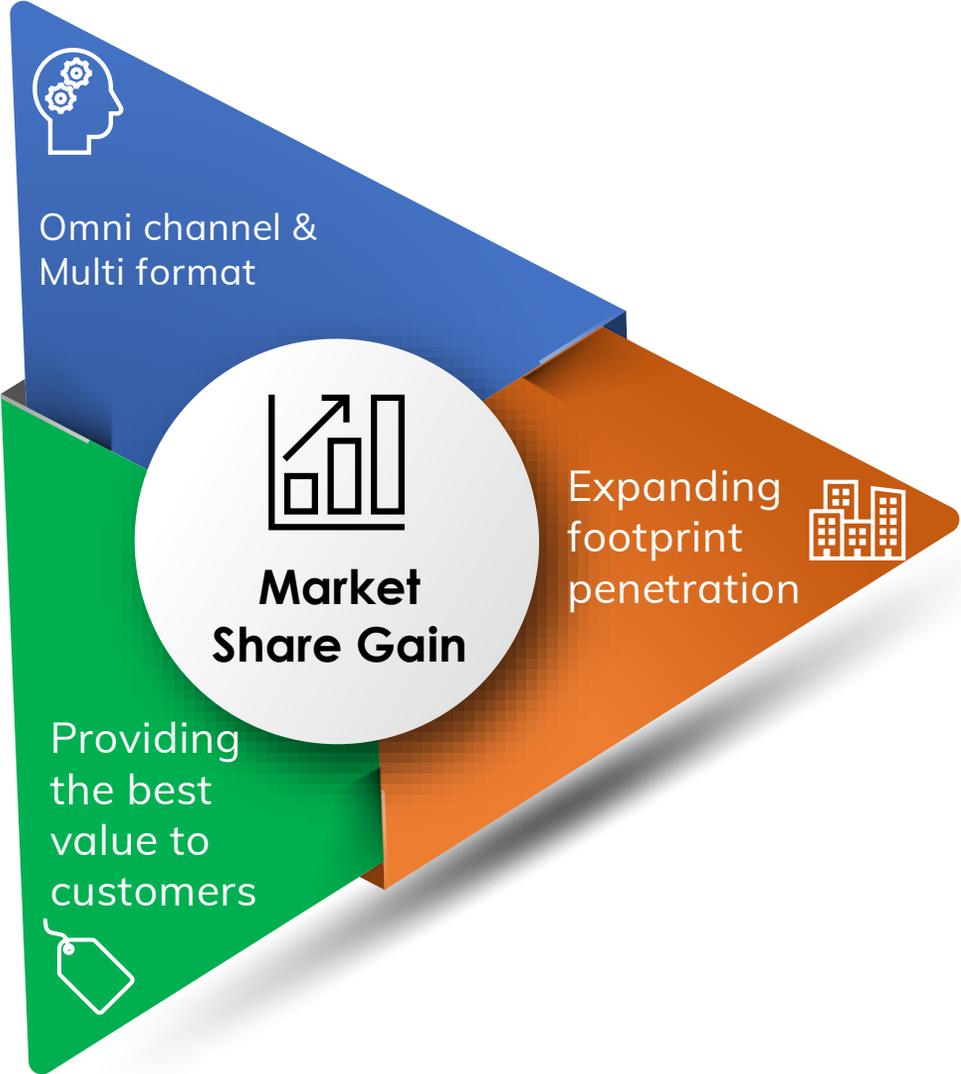
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Contents



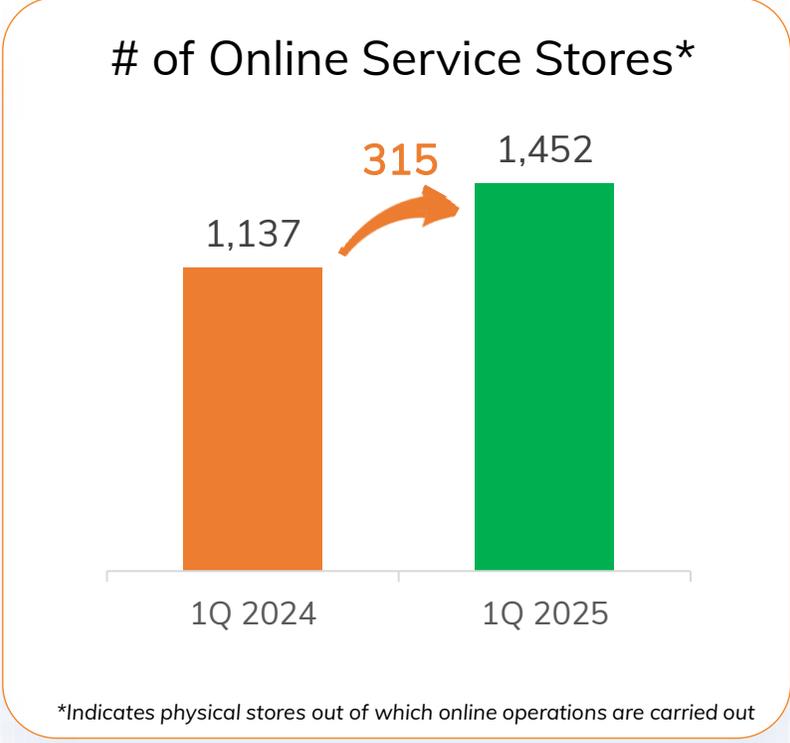
-  Operational & Financial Overview
-  Summary & Guidance
-  Appendix

Improving Market Share



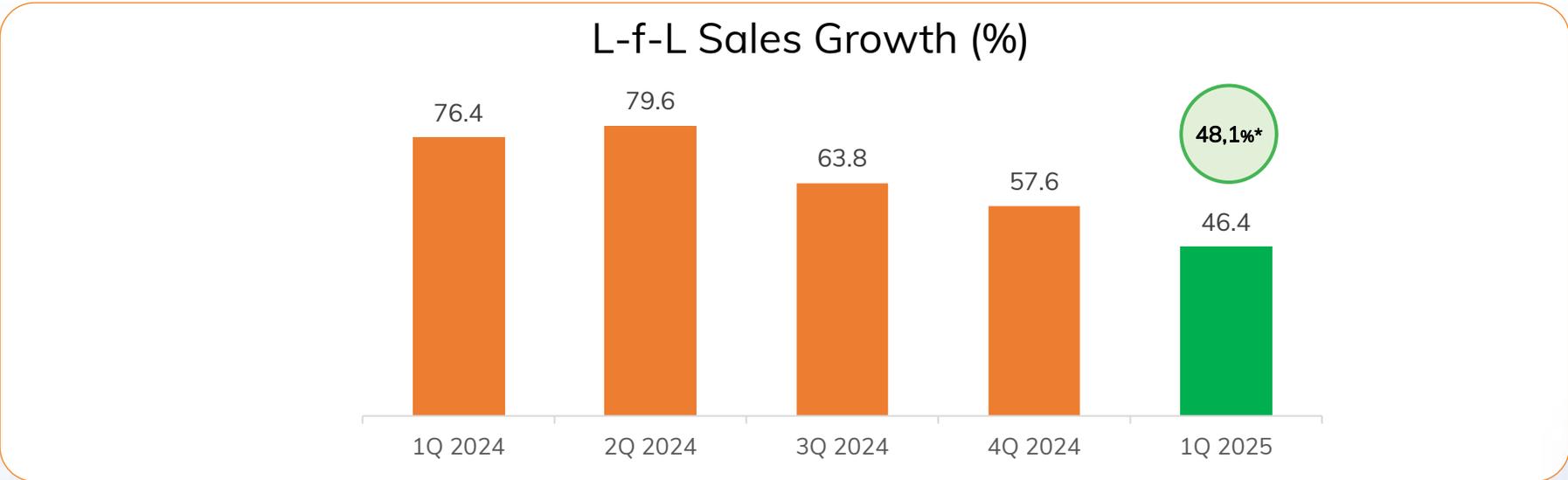
Source: Nielsen
 Note: FMCG: Fast Moving Consumer Goods, Modern and total FMCG market include all food-retail formats

5% Sales Area Expansion



Strong L-f-L Sales Growth

without IAS 29 inflation accounting



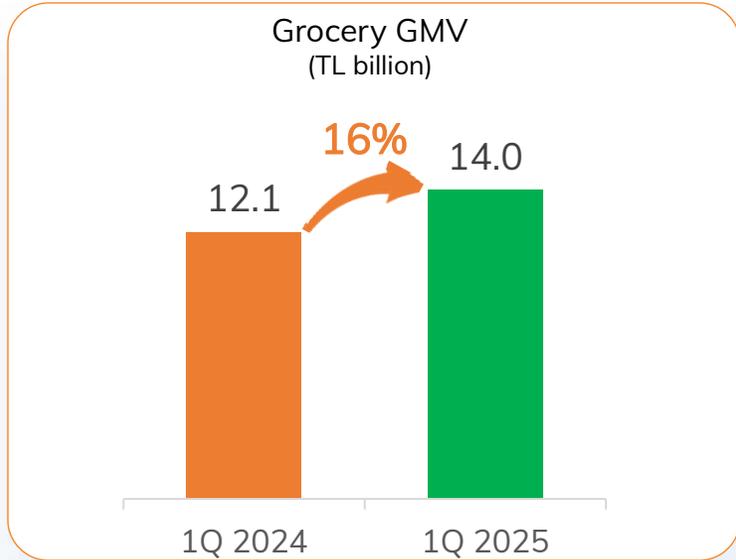
*In 1Q24, February 29 was excluded from the calculations to provide a calendar-adjusted yearly L-f-L growth rate

Note 1: Like-for-like calculations are based on retail sales only, excluding wholesale

Note 2: Like-for-like (L-f-L) sales are net sales generated from the stores which were open at least in the last 12 months before the current reporting period (i.e. stores open since 1 January 2024)

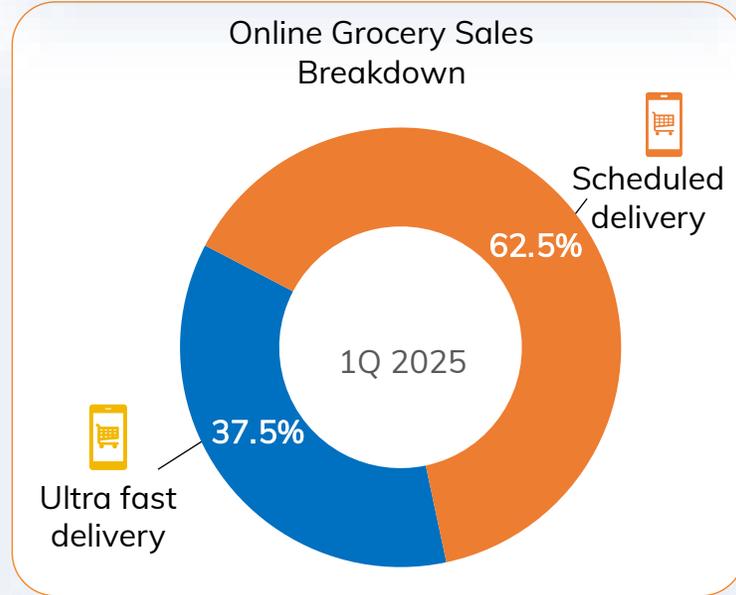
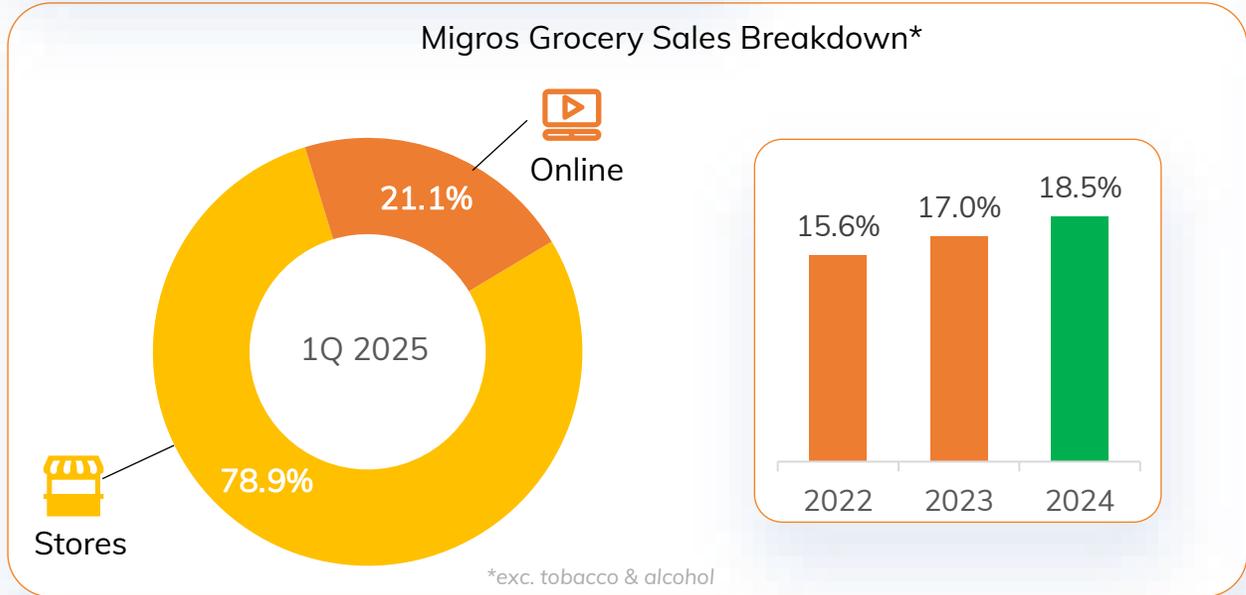
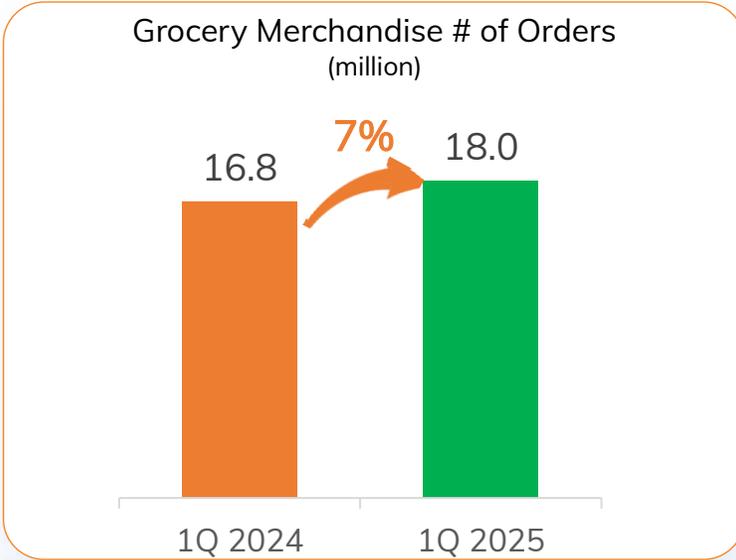
Migros' Online Grocery, Reaching out More Customers

Inflation (CPI) adjusted



New vertical: **Petimo**, online channel for pet food and accessories, ~2,000 SKUs

250 bps increase in online grocery operating profitability in 1Q 2025 y-o-y

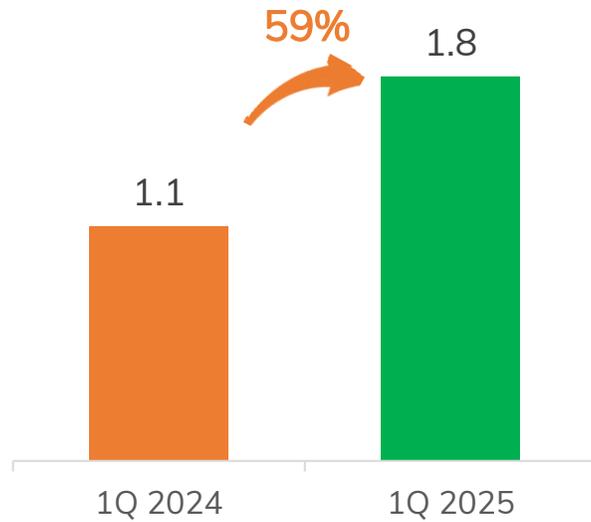




Online Meal Business, a Gateway to Younger Demographic

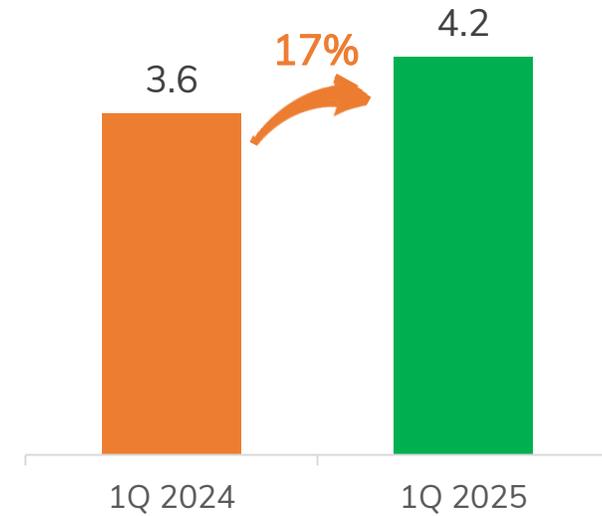
Inflation (CPI) adjusted

Meal Business
Gross Merchandise Value
(TL billion)



Around 1/3 of shoppers of Migros meal customers are the first time visitors of the Migros app

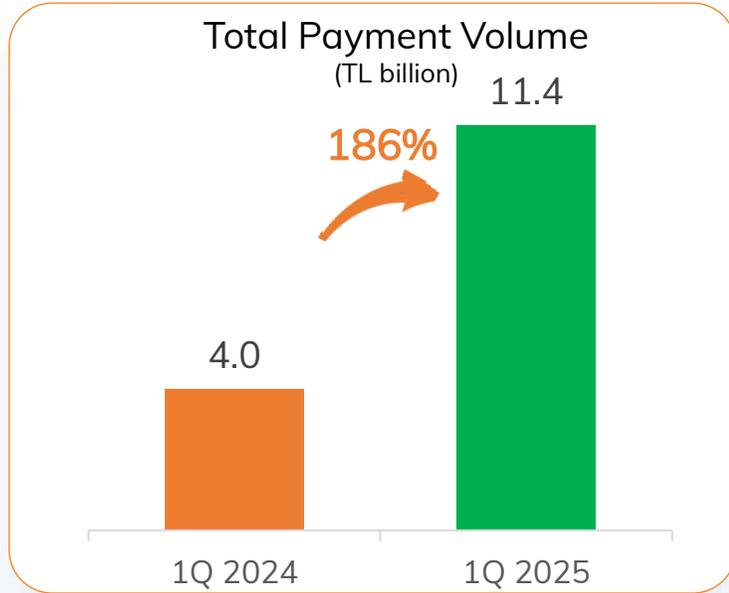
Meal Business
of Orders
(million)



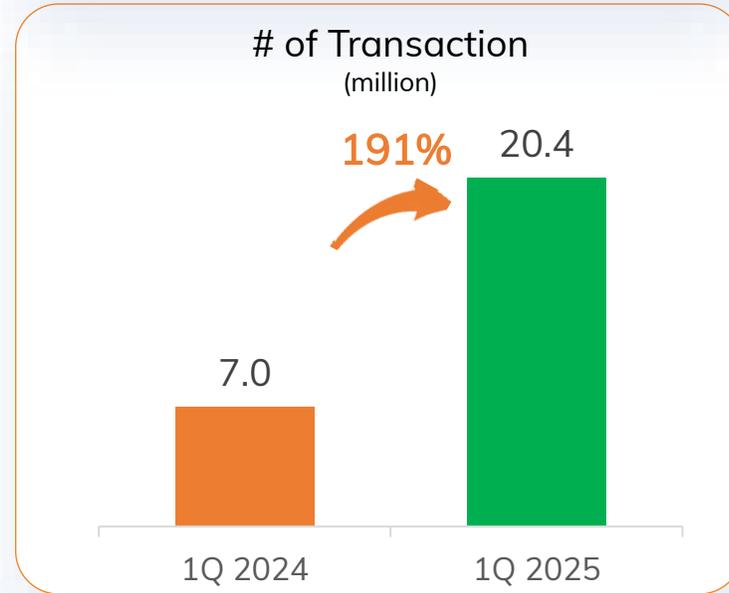
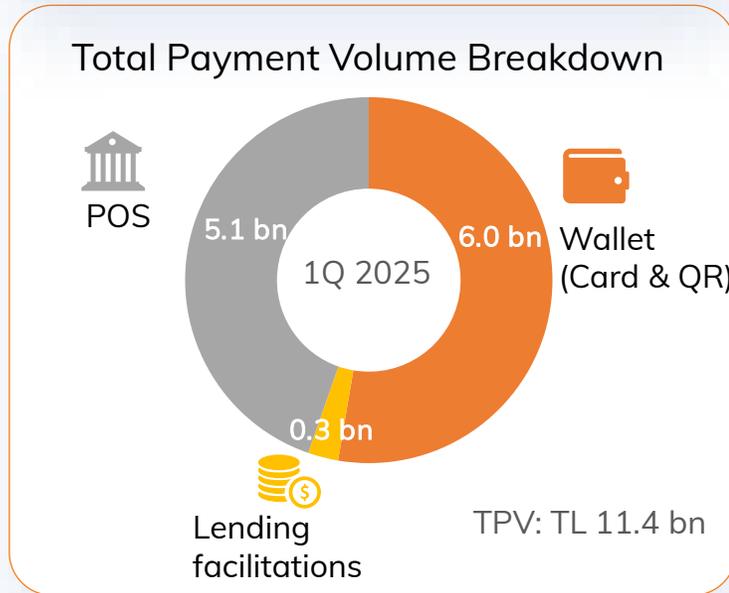
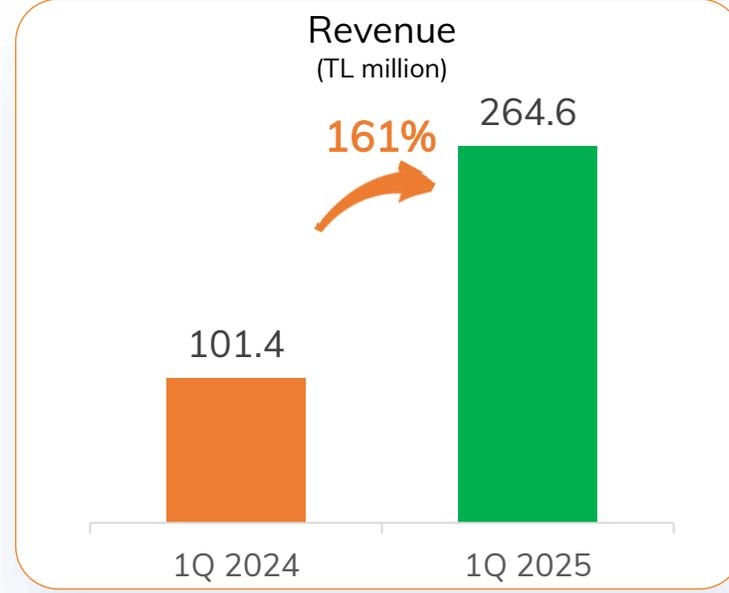


Strong Growth in Moneypay Supporting Migros Ecosystem

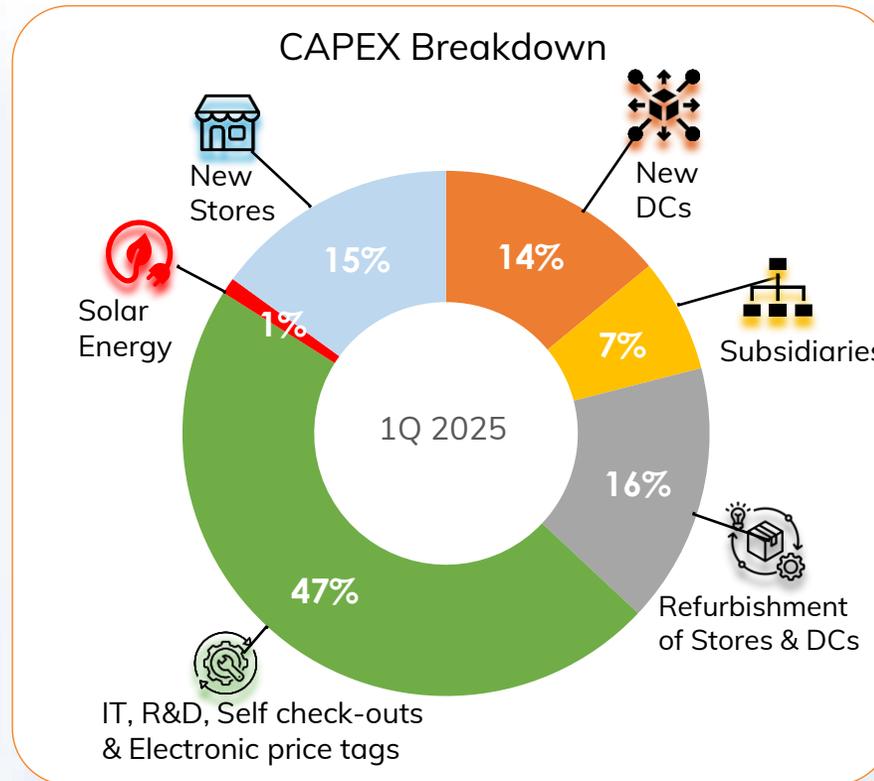
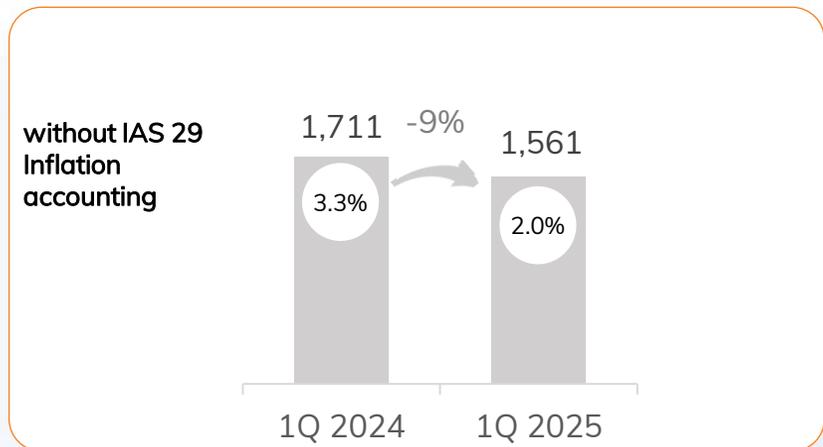
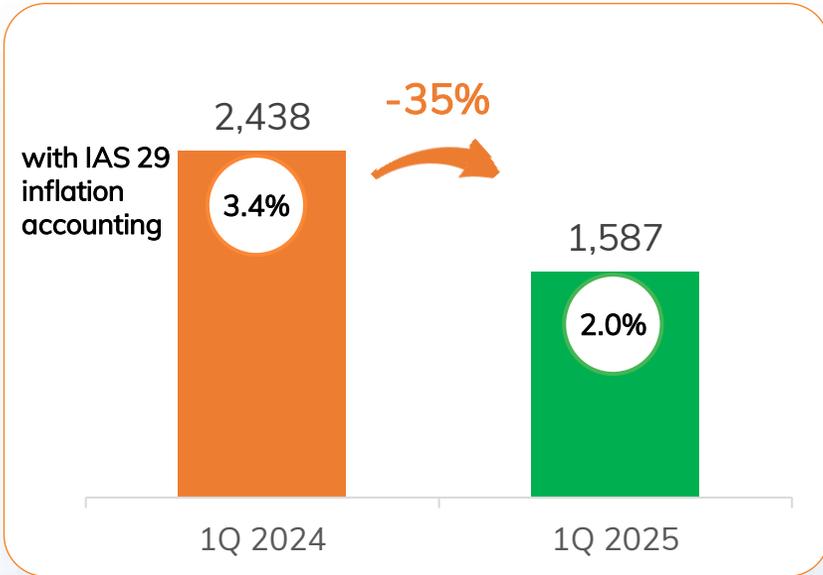
Inflation (CPI) adjusted



3.7 million
of users



Capex Balances Growth and Efficiency Gains (TL million)

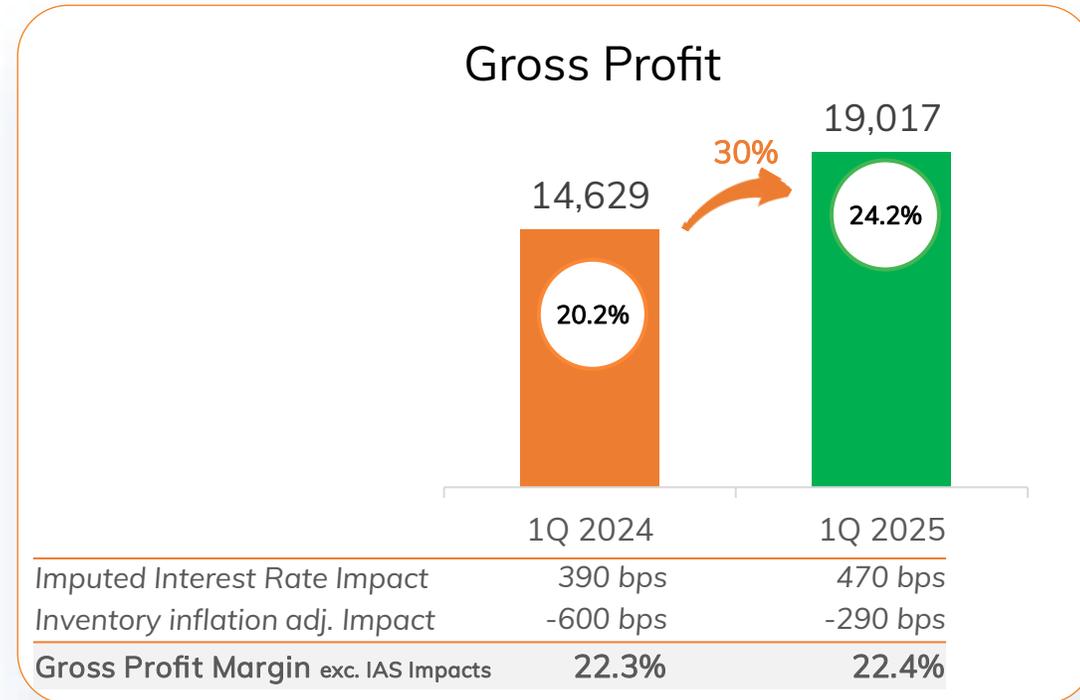
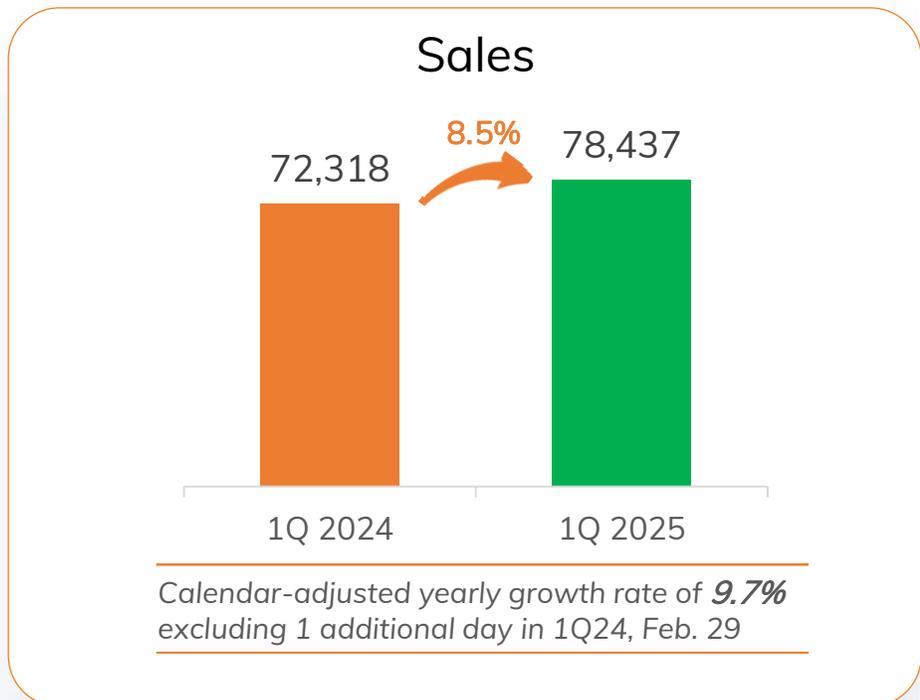


30 bps efficiency gain, [annualized] driven by following investments

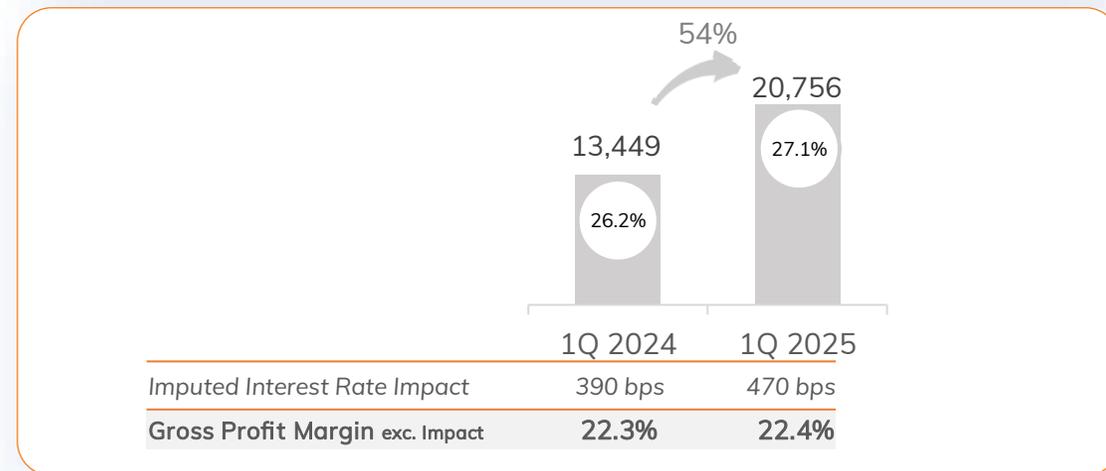
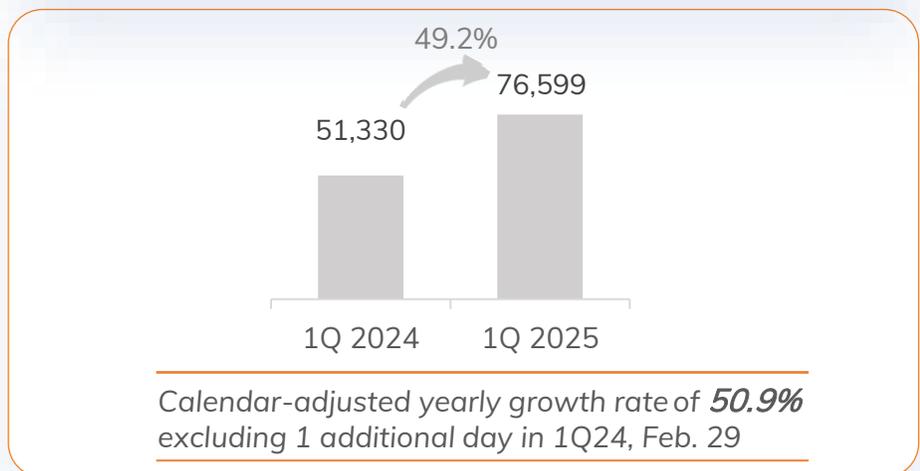
- Self check-outs: 2024 : 376 stores, 2025E : 800 stores
- Electronic price tags: 2024 : 36 stores, 2025E: 774 stores

Consolidated Sales & Gross Profit (TL million)

with IAS 29
inflation accounting

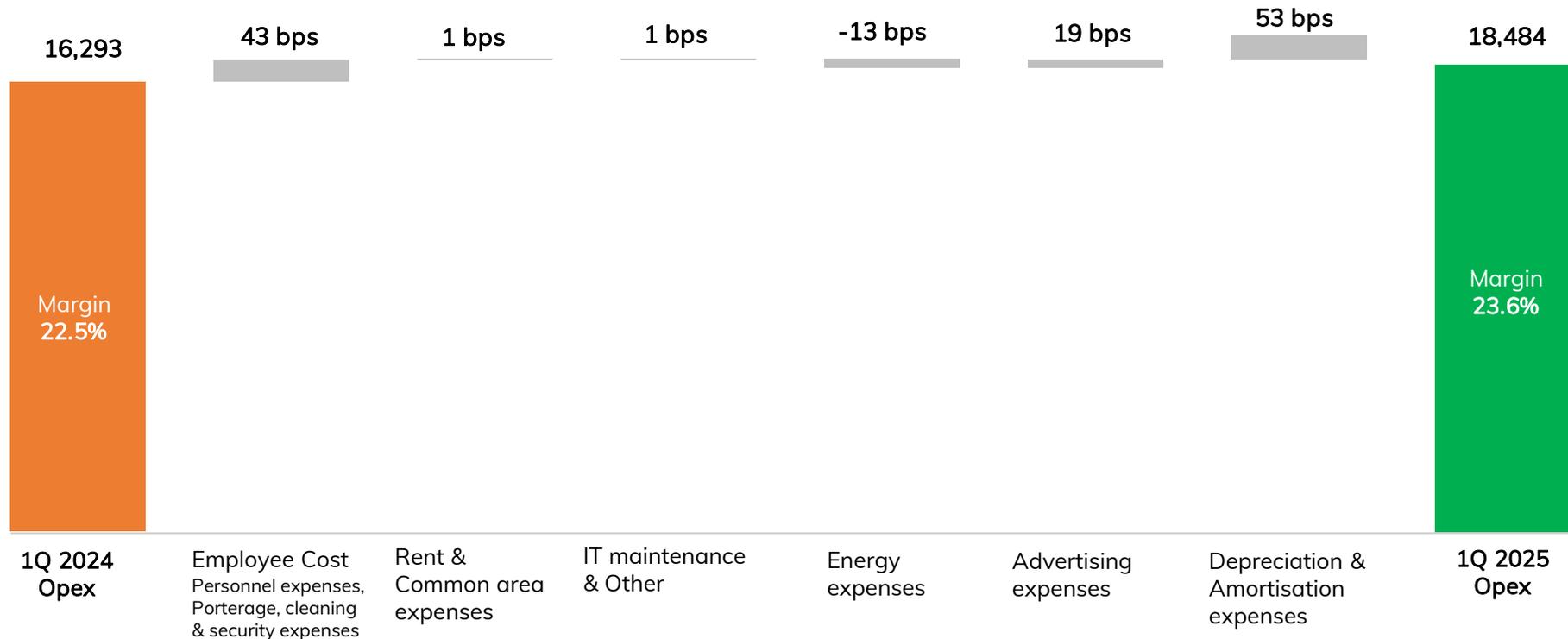


without IAS 29
inflation accounting



Employee Cost Putting Pressure on Opex in 1Q 2025

with IAS 29 inflation accounting



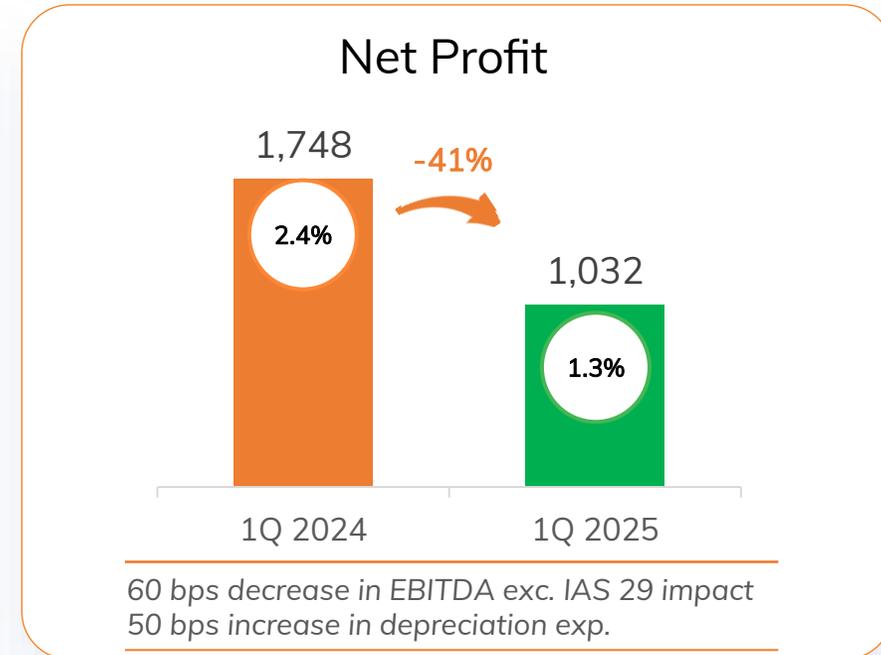
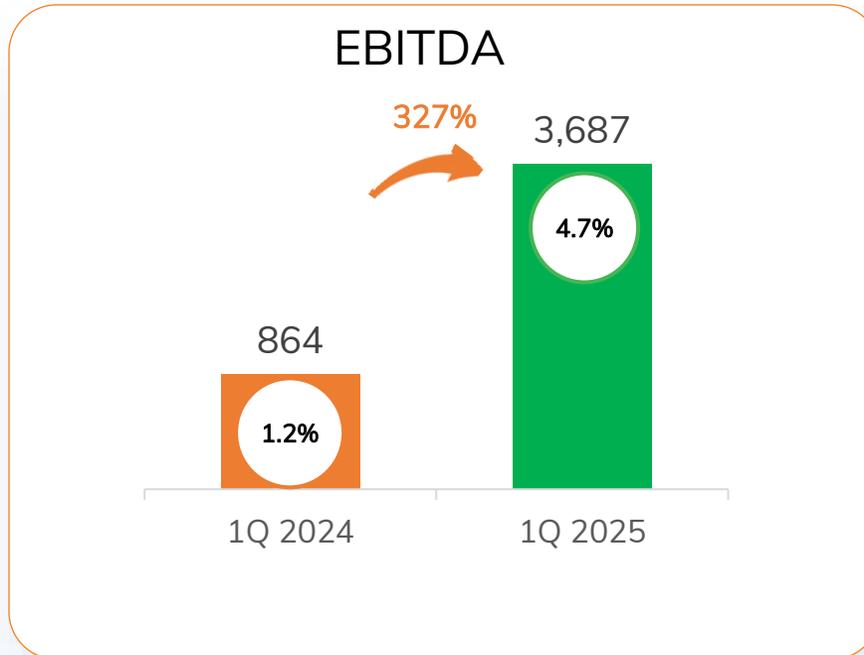
Increase in depreciation is driven by rental contracts (IFRS 16) & increase in CAPEX in FY2024

Inflationary pressure on opex is expected to ease in 2H 2025

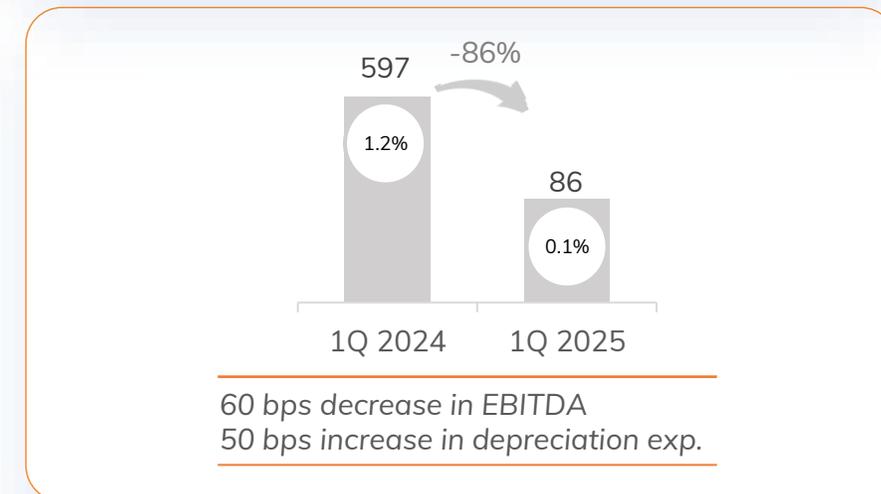
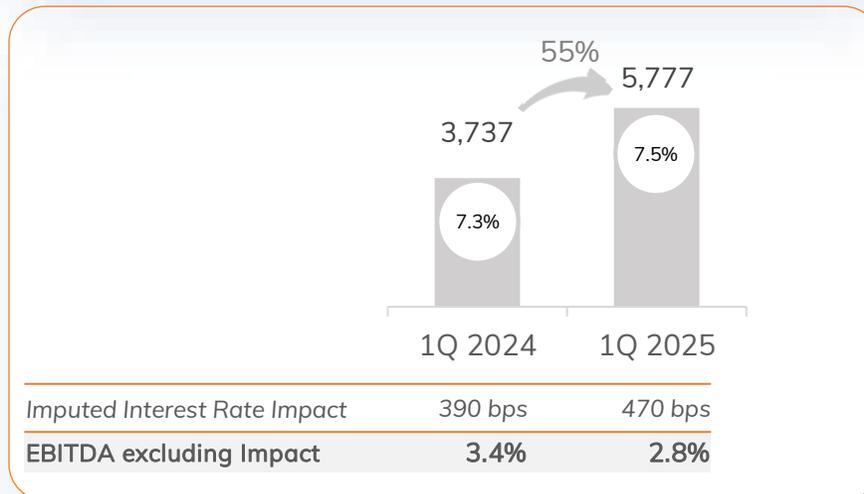
	1Q25	1Q24
Employee Cost	13.19%	12.77%
Rent & Common area expenses	2.58%	2.57%
IT maintenance & Other	2.11%	2.10%
Energy expenses	0.88%	1.01%
Advertising expenses	0.78%	0.59%
Depreciation & Amortisation expenses	4.02%	3.49%

Consolidated EBITDA & Net Profit (TL million)

with IAS 29
inflation accounting



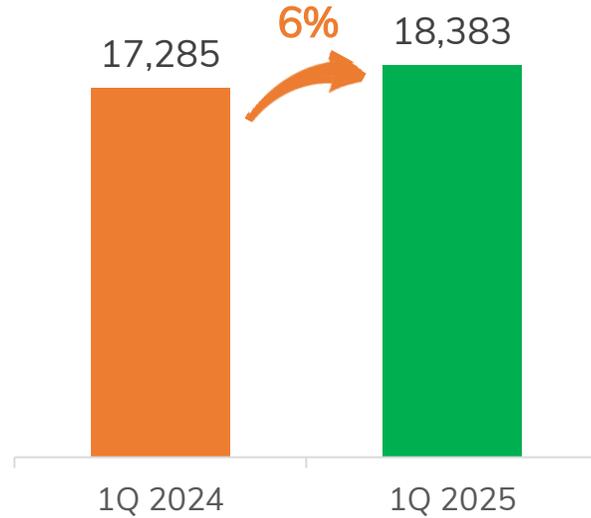
without IAS 29
inflation accounting



Net Cash & Free Cash Flow (TL million)

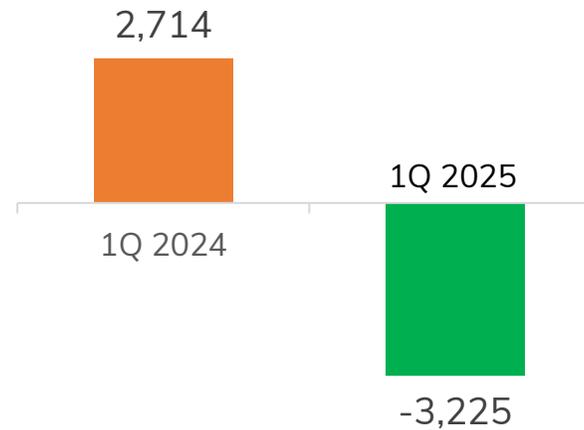
with IAS 29 inflation accounting

Net Cash*



*w/o IFRS 16

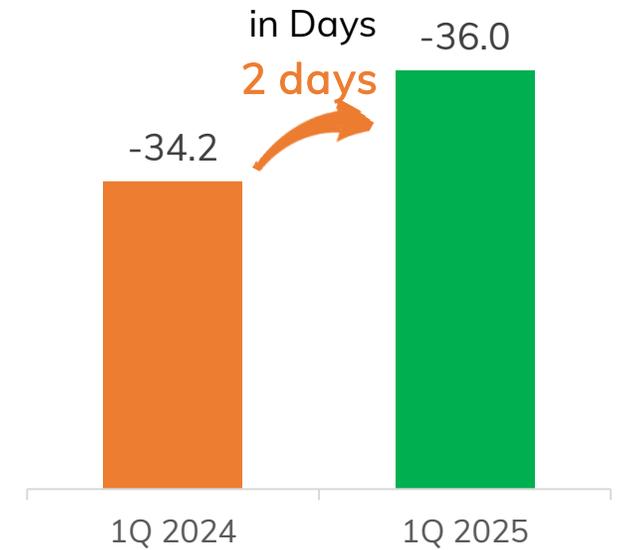
Free Cash Flow



Decrease in FCF driven by;

- . Calendar impact of VAT receivables: TL 2.7 bn
- . One-off Balance Sheet items: TL 2.1 bn

Cash Conversion Cycle



Summary & Guidance



1Q 2025 Underlying Performance, Consolidated

with IAS 29 inflation accounting



Net Sales

TL 78,437
in mn



Sales Growth

8.5%



EBITDA Margin

4.7%



Net Profit

TL 1,032
in mn

2025 Migros Guidance, Consolidated

with IAS 29 inflation accounting



Sales Growth
2025E

8-10%

2024: 12%



EBITDA Margin
2025E

~6.0%

2024: 5.4%



Expansion Target
2025E

~250
new stores

2024: 356



Capex/Sales
2025E

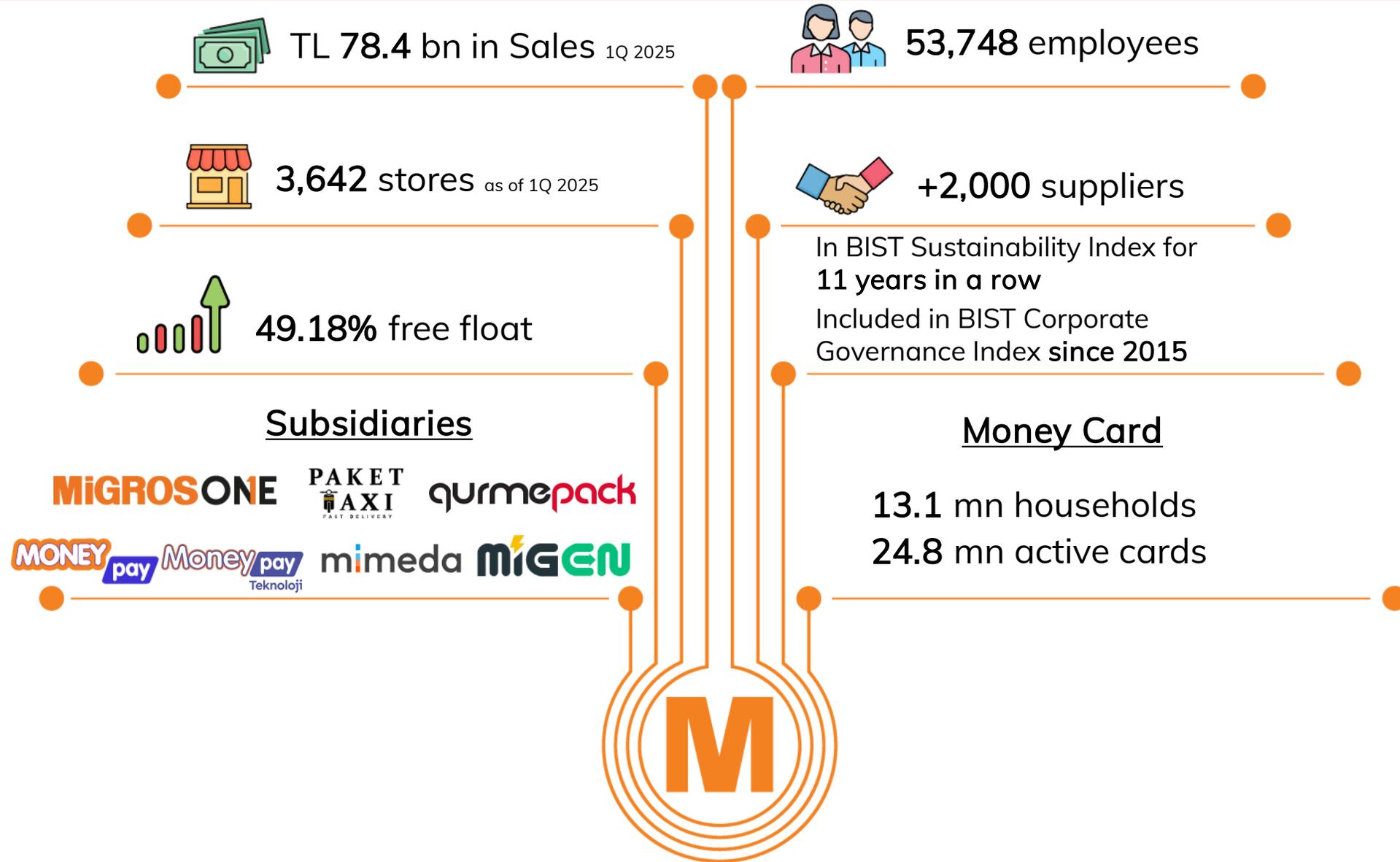
2.5-3.0%

2024: 3.4%

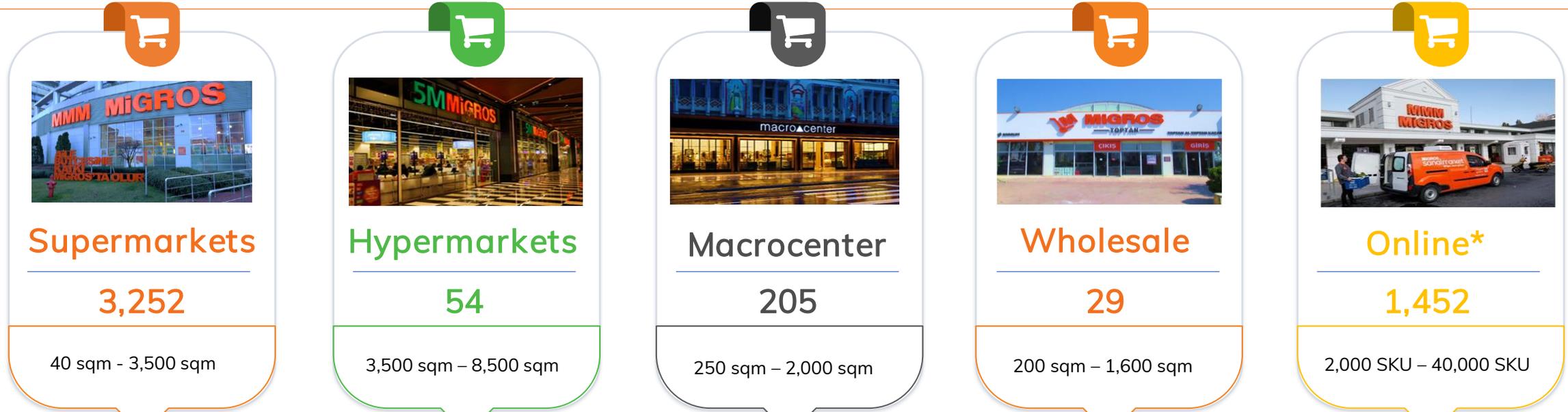
Appendix



Migros at a Glance



Store Portfolio: Physical & Online Network – 1Q 2025



	# of stores	Sales area (th sqm)
Migros (M, MM, MMM)	2,076	1,427
Migros Jet	1,176	252
5M	54	243
Wholesale	29	23
Macrocenter	205	83
Mion	100	15
Total	3,642	2,043

MIGROS yemek **MIGROS ONE KITCHEN**

81 cities 35 cloud kitchens
 2 kitchens
 15+ own brands

*Indicates physical stores out of which online operations are carried out

Initiatives Supporting Growth in Migros Ecosystem



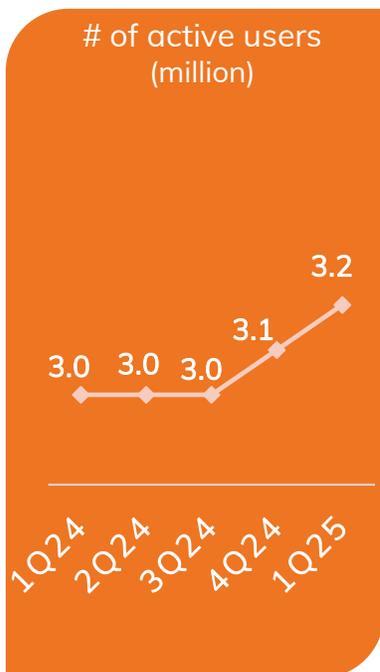
Migros is investing in the future of retail to enhance long-term growth & profitability

KPIs of Migros Digital Ecosystem

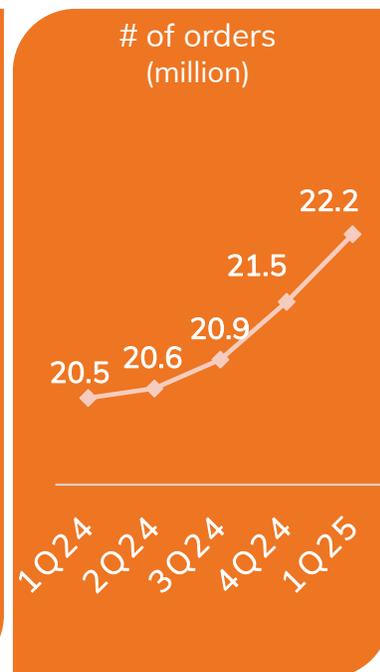
without IAS 29 inflation accounting

MiGROSONE

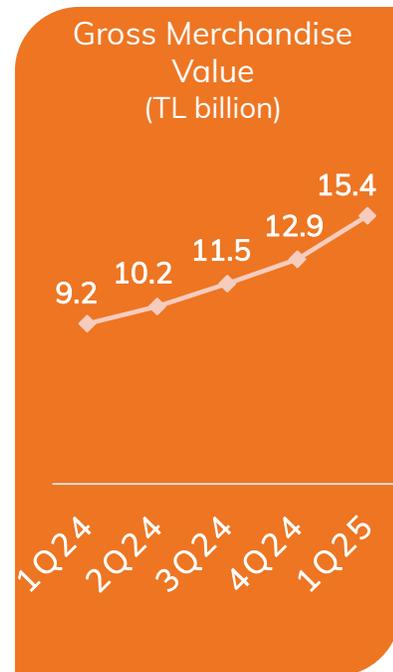
of active users
(million)



of orders
(million)



Gross Merchandise
Value
(TL billion)



MONEY pay

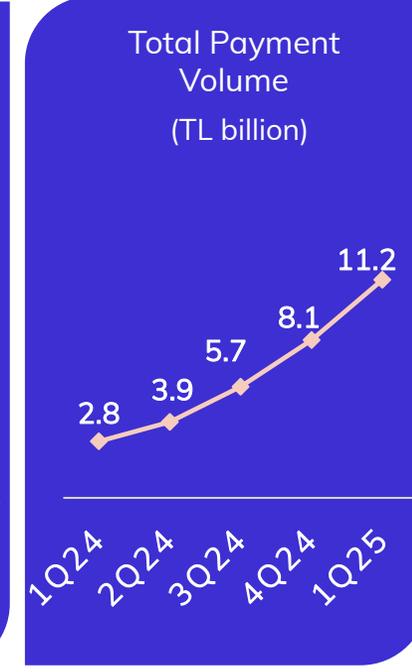
of registered users
(million)



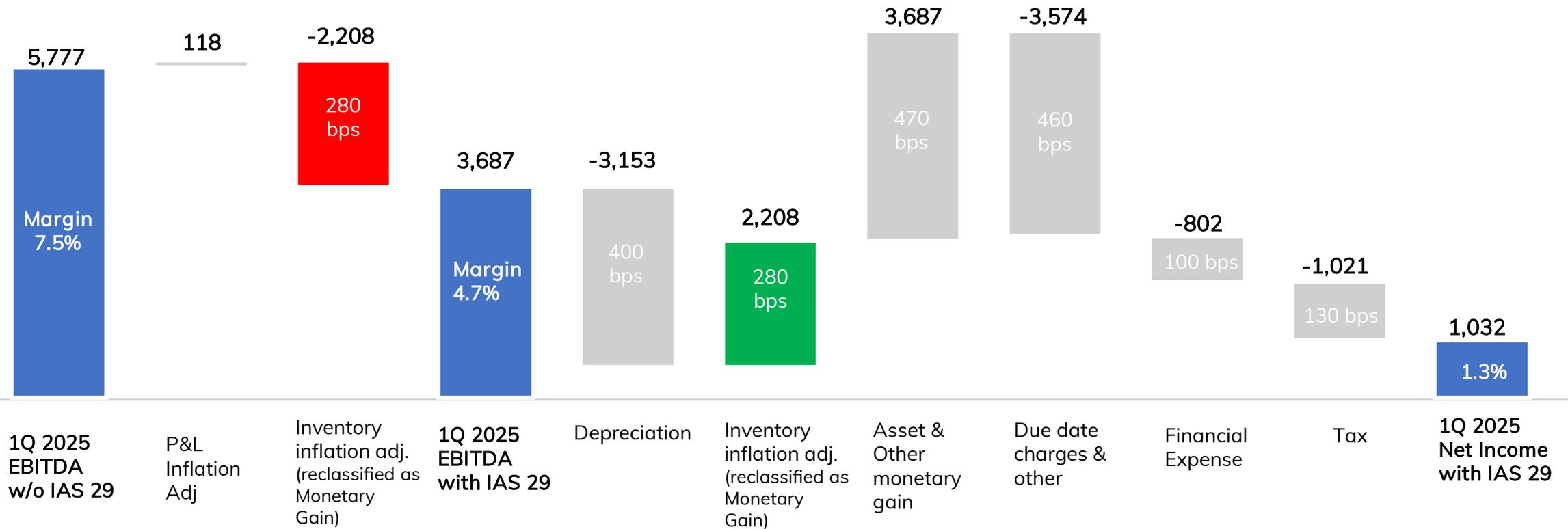
of transactions
(million)



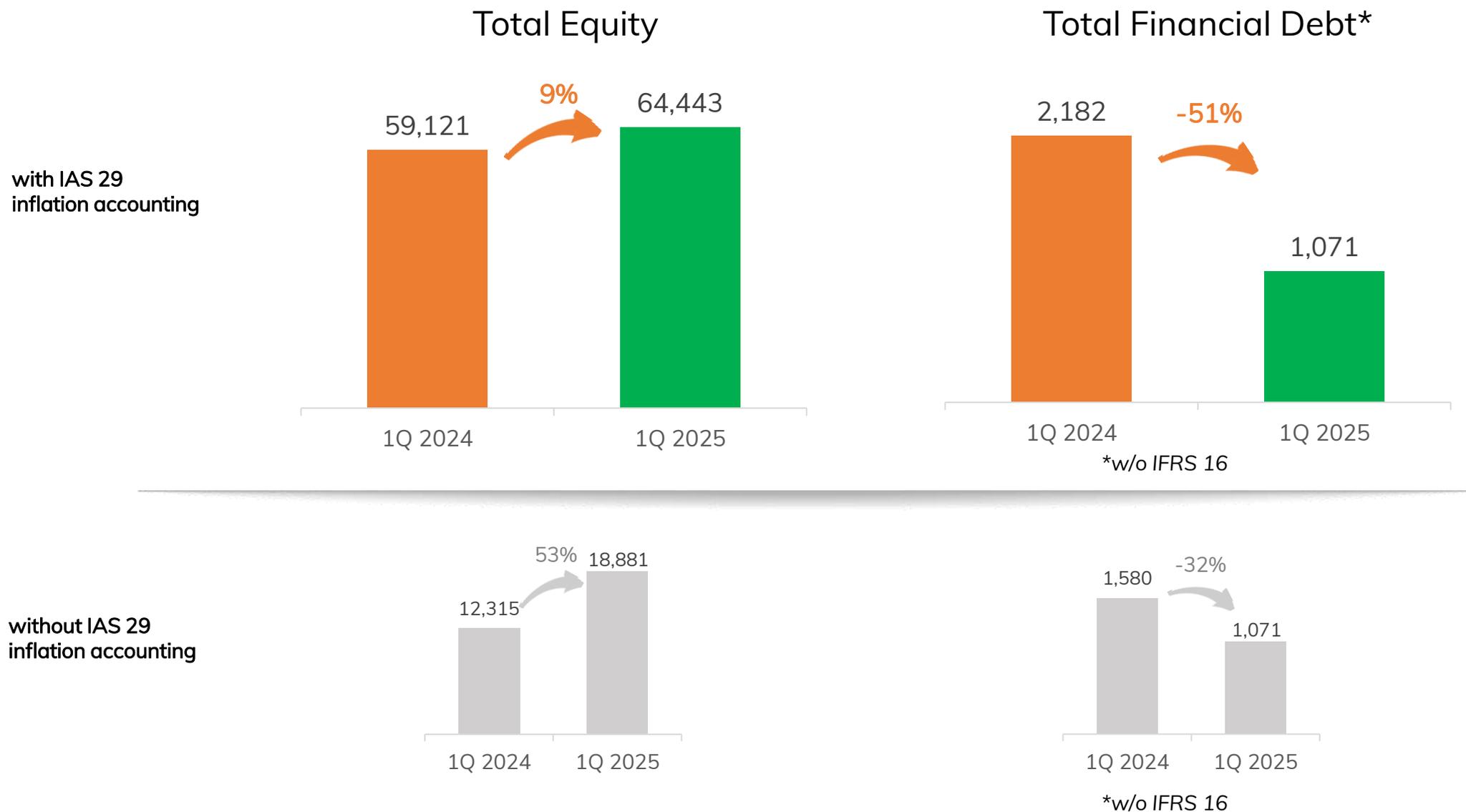
Total Payment
Volume
(TL billion)



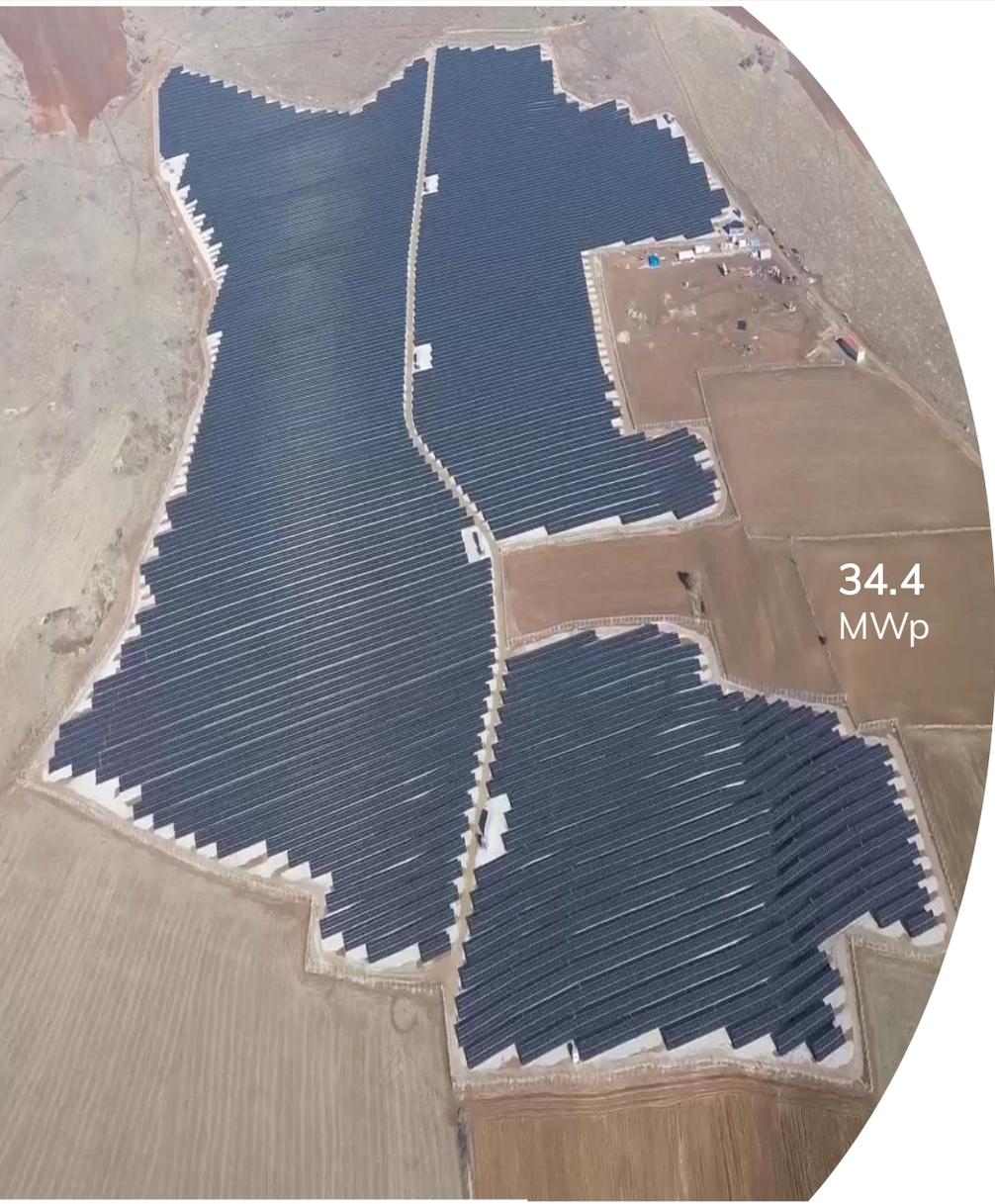
Inflation-accounting impact on EBITDA & Net Income in 1Q



Total Equity & Total Financial Debt (TL million)



Sustainable Energy Investments



 Kırşehir Solar Plant in Anatolia with around **4** years payback expectation, effective as of March 2025

 New solar plants are in the pipeline this year

 Migros generates **%10** of its total energy consumption from company-owned solar plants

 **1/3** of total energy consumption is expected to be generated from Migros' owned solar plants by the end of 2026

 Hedging volatile energy cost via greenfield investments



IAS 29 Consolidated Income Statement Summary –1Q 2025

(TL million)	1Q 2024	1Q 2025
Net Sales	72,318	78,437
Cost of Sales	-57,689	-59,419
Gross Profit	14,629	19,017
Operating Expenses	-16,293	-18,484
Other Operating Expense	-2,867	-3,566
Operating Loss	-4,530	-3,033
Income / Expense from Investment Activities	-6	-7
Operating Loss Before Finance Income / Expense	-4,536	-3,040
Financial Income / Expense	-906	-802
Monetary Gain	7,995	5,895
Income Before Tax	2,554	2,053
Tax Expenses	-66	-55
Deferred Tax Income / Expenses	-782	-967
Net profit from discontinued operations	43	-
Net Profit	1,748	1,032
<i>Net Profit - Non-controlling Interest</i>	34	50
<i>Net Profit - Equity Holders of Parent</i>	1,715	981
EBITDA	864	3,687

IAS 29 Consolidated Balance Sheet Summary – 1Q 2025

(TL million)	2024	1Q 2025
Current Assets	63,500	57,114
Non-current Assets	101,660	105,291
Total Assets	165,159	162,405
Current Liabilities	78,160	71,665
Non-current Liabilities	23,513	26,297
Total Liabilities	101,673	97,962
Equity	63,487	64,443
Total Liabilities and Equity	165,159	162,405

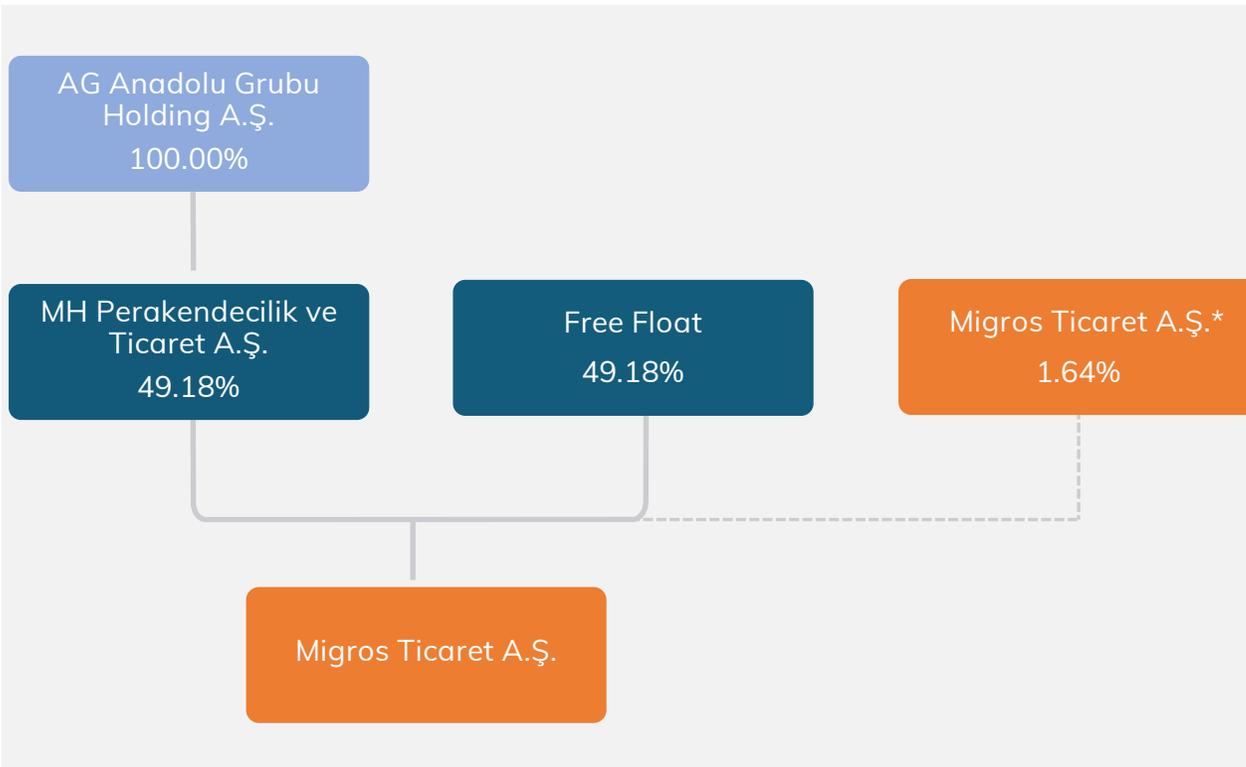
IAS 29 Cash Flow- 1Q 2025

(TL million)	1Q 2024	1Q 2025
Net profit	1,748	1,032
Adjustments related to reconciliation of net profit for the period	6,299	8,376
Changes in net working capital	2,458	-5,450
Cash flows from operating activities	10,506	3,957
Net cash provided by operating activities	6,575	-169
Cash outflows from the purchase of tangible and intangible assets	-2,438	-1,633
Cash inflows from the sale of tangible and intangible assets	10	-
Cash flows from investing activities	-2,429	-1,633
Free Cash Flow	2,714	-3,225
Cash flows from financing activities	-2,057	-1,581
Effect of foreign currency translation differences & monetary losses on cash	-2,344	-1,975
Net increase in cash and cash equivalents	-255	-5,358

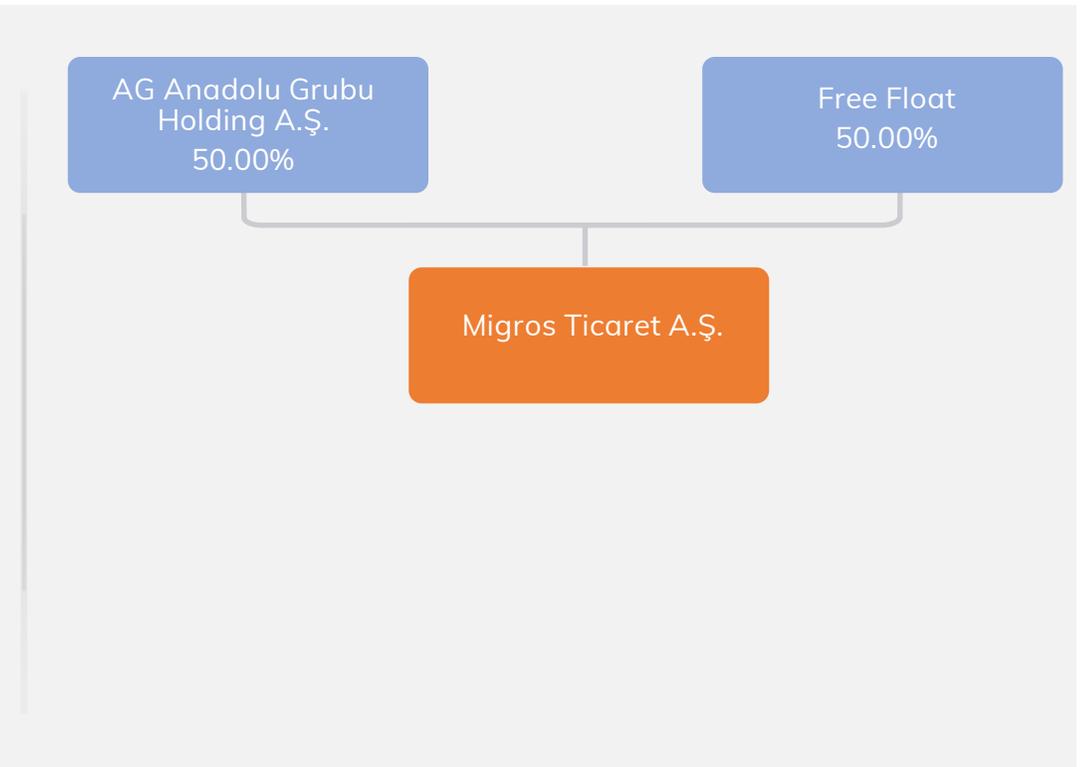
IAS 29 Impact on Financials

(TL million)	with IAS 29 inflation accounting		without IAS 29 inflation accounting	
	1Q 2024	1Q 2025	1Q 2024	1Q 2025
Selected Balance Sheet Items				
Total Assets	145,692	162,405	71,818	112,216
Total Liabilities	86,571	97,962	59,504	93,335
Total Equity	59,121	64,443	12,315	18,881
Selected Income Statement Items				
Net Sales	72,318	78,437	51,330	76,599
Gross Profit	14,629	19,017	13,449	20,756
Operating Loss / Profit	-4,530	-3,033	935	715
Profit before tax	2,554	2,052	293	-78
Net Profit	1,748	1,032	597	86
Depreciation & Amortisation	-2,527	-3,153	-784	-1,587
EBITDA	864	3,687	3,737	5,777

Direct Shareholding Structure



Indirect Shareholding Structure



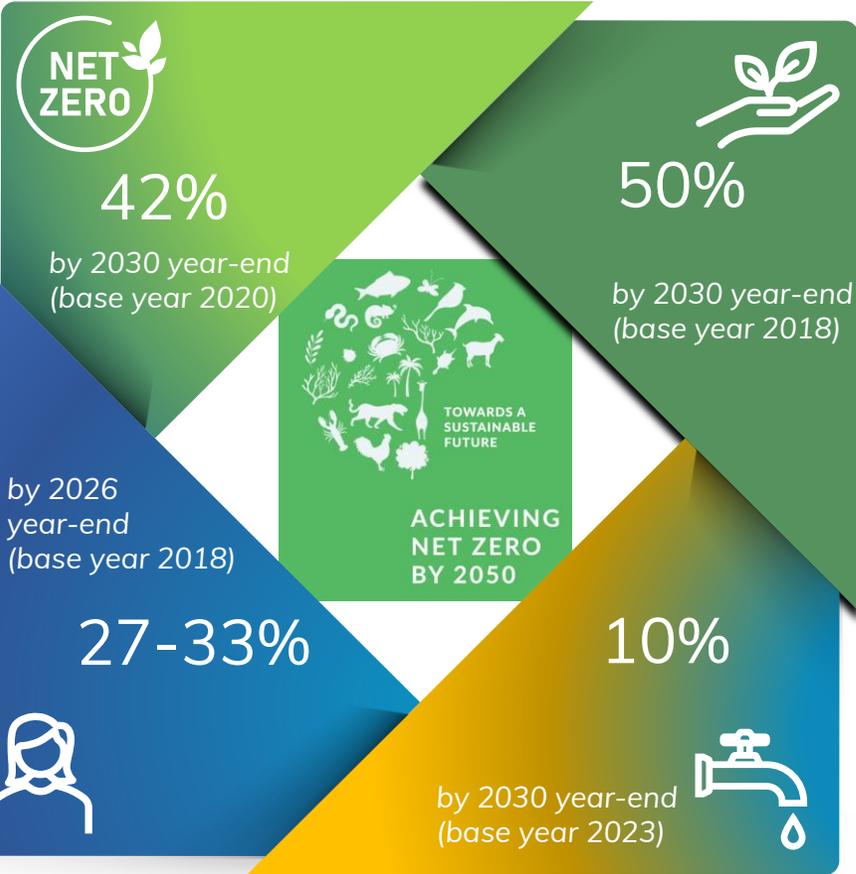
(*): Migros purchased its own shares due to the merger in 2018 in accordance with relevant CMB legislation

Sustainability



Sustainability Targets

Reducing Greenhouse Gas Emission



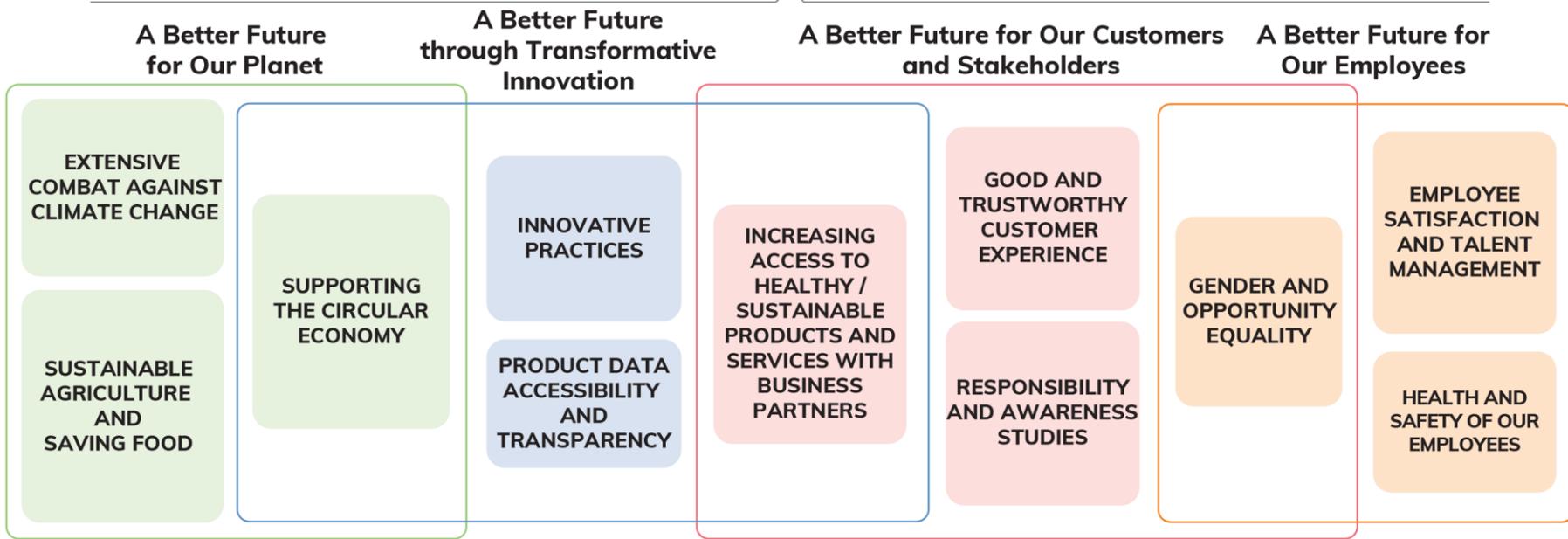
Reducing Food Waste

Increasing Women Participation in Top Management

Reducing Water Consumption

Migros Better Future Plan

ECOSYSTEM SUSTAINABILITY THROUGH TRANSPARENT, RESPONSIBLE, ETHICAL GOVERNANCE



GENERATING SUSTAINABLE ECONOMIC VALUE



Waste Management & Biodiversity Conservation

Preventing Food Waste



Prevented food loss with Expiry Date discounts*

16,643 tons of food



Food Donation

24,265 tons of food



Fresh leftovers to stray animals

9,384 tons of food



* 2024 data

Reducing Plastic Waste



Bag-Free Shopping Movement*

2,018,247 eco friendly reusable bags



Good Agricultural Practices (GAP)



GAP certified F&V

1.7 million tons in 14 years



GAP certified poultry products

316 checkpoints



GAP certified fisheries

193 checkpoints